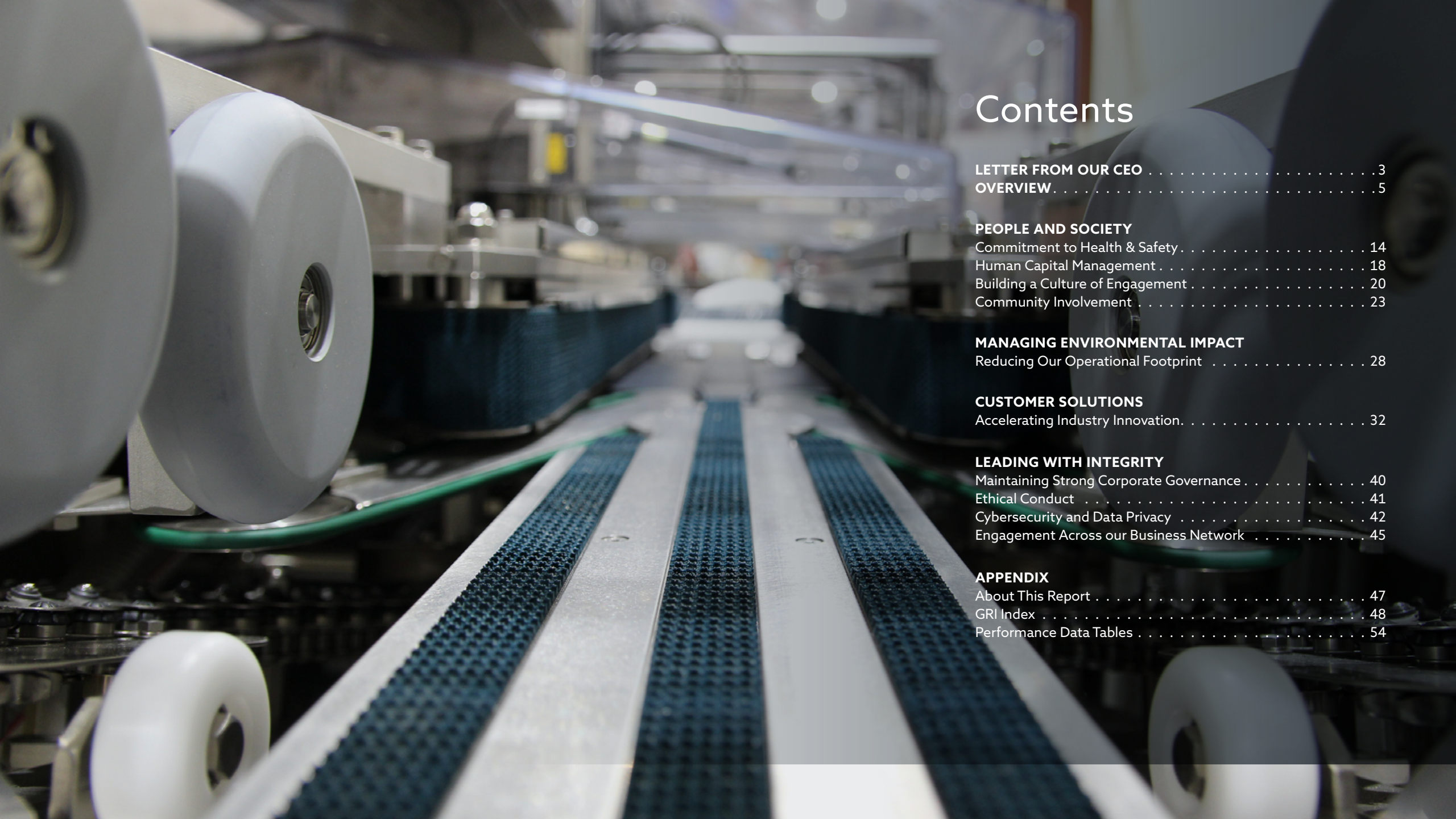






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Letter from our CEO



Mark Anderson
President and Chief Executive Officer

Since our founding, ProMach has been guided by a clear mission: to deliver trusted solutions that safeguard the operations and reputations of our customers. Sustainability has always supported this mission. In 2025, we took an important step forward — shifting from framework building to execution.

With goals now defined across safety, people, and the environment, our priority this year has been to take the first steps to embed those commitments into how we operate. This includes engaging our teams, aligning internal processes, and identifying the practices that will drive measurable progress.

PROMACH'S IMPACT

We are moving from measurement to management, strengthening the systems and data infrastructure needed to track progress, demonstrate accountability, and improve performance over time. Building on last year's greenhouse gas inventory, we completed our first external audit of our greenhouse gas emissions and onboarded a data management platform. This enables more consistent measurement, stronger data

integrity, and auditability of our data, supporting the level of transparency that regulators and customers increasingly expect.

Our impact extends well beyond environmental performance. Protecting the health and safety of our more than 6,500 employees is one of our most fundamental commitments. Through rigorous audits, regular safety reviews, and targeted initiatives, we are building a safety culture that is proactive, not reactive.

In 2025, we also expanded our talent development efforts across every stage of the employee lifecycle, from early-career programs and university partnerships to leadership development initiatives in North America and Europe. We are equally proud of PowHER, our network group dedicated to advancing women within our company and industry. The program expanded internationally in 2025 and continues to drive gains.

**ENABLING SUSTAINABILITY FOR CUSTOMERS**

Our most significant sustainability contribution is often realized through what we help our customers achieve. Enabling customer sustainability is core to our value proposition and a meaningful differentiator.

With deep engineering expertise and a broad portfolio, we help customers reduce material use, improve energy and resource efficiency, optimize production, and lower emissions without compromising performance.

This is increasingly central to how we attract and retain customers and how we define the success of long-term partnerships. The Customer Solutions section of this report explores how ProMach divisions work alongside customers to solve real sustainability challenges. Across all our work, our commitment remains the same: to understand what our customers are aiming to achieve and to deliver solutions that help them get there.

LOOKING FORWARD

With our goals established, our systems strengthened, and a more data-driven approach in place, our focus is on what comes next — driving measurable progress in both our own operations and those of our customers.

A handwritten signature in black ink, appearing to read 'Mark Anderson'.

Mark Anderson, President and Chief Executive Officer

Overview

WHO WE ARE

ProMach partners with manufacturers around the world to design and deliver advanced processing and packaging solutions. Headquartered in Covington, Kentucky, and with global operations, ProMach brings together more than 60 best-in-class product brands that collectively support every phase of the production lifecycle.

Our technologies and systems help move products from concept to shelf — enabling safe, efficient, and reliable production across the food and beverage, pharmaceutical, personal care, and household goods sectors. From initial processing through final packaging, ProMach solutions are embedded in the operations of many of the world's leading consumer brands.

What sets ProMach apart is the combination of specialized expertise and integrated capabilities. Our teams work across disciplines — including filling, bottling, labeling, robotics, and systems integration — to deliver solutions tailored to each customer's operational needs.

PROMACH AT A GLANCE

60+

Go-to-market
product brands

150,000+

Machines
in the field

6,500+

Employees around
the globe

140+

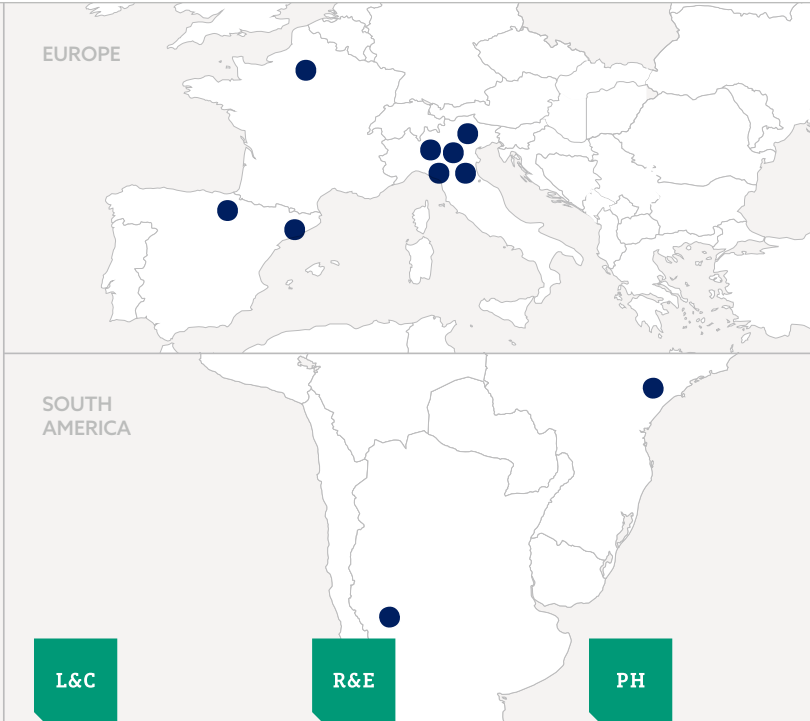
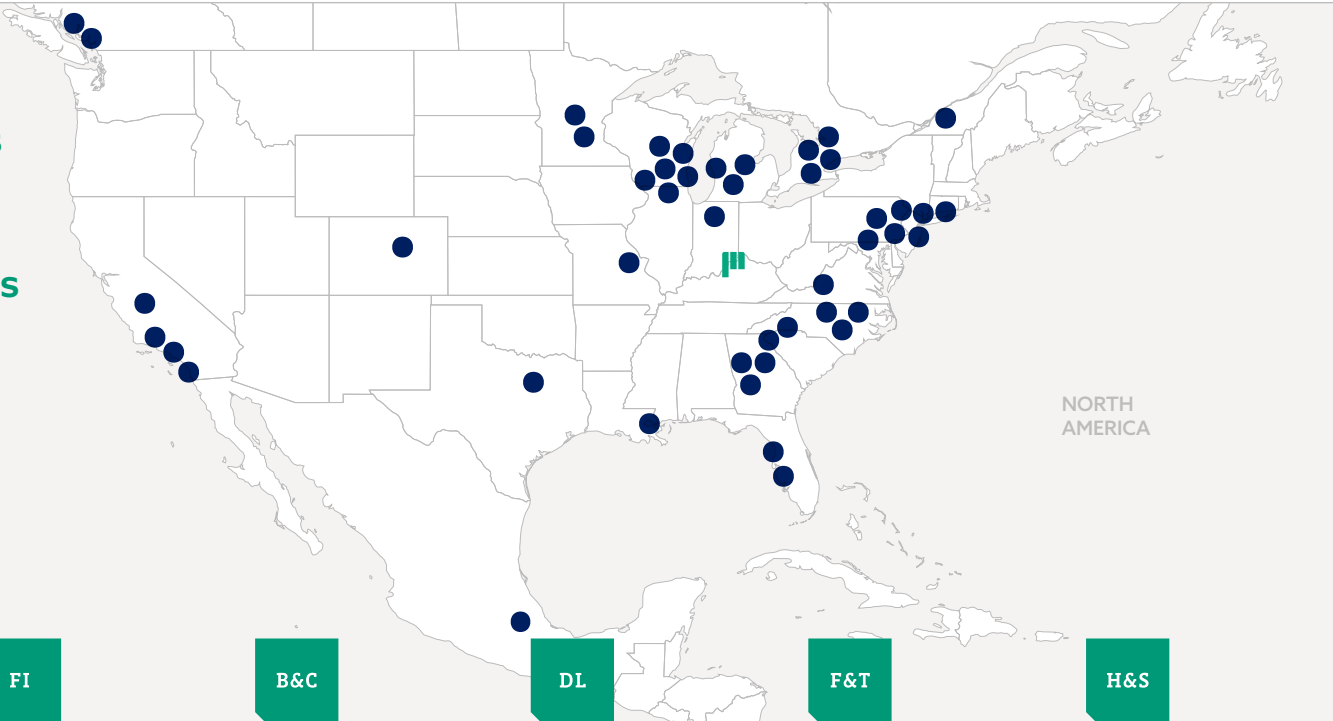
Manufacturing
facilities and
sales offices



This approach allows us to support complex production environments while maintaining flexibility, consistency, and performance at scale.

We focus on helping customers protect product quality, strengthen operational efficiency, and meet the evolving demands of the markets they serve. Across every engagement, ProMach brings a commitment to practical innovation and dependable execution — helping ensure products are delivered safely and reliably to consumers around the world.

ProMach serves customers in more than 55,000 locations throughout the world.



S&P	FI	B&C	DL	F&T	H&S	L&C	R&E	PH
SYSTEMS & PROCESS	FILLING	BOTTLING & CAPPING	DECORATIVE LABELING	FLEXIBLES & TRAYS	HANDLING & STERILIZING	LABELING & CODING	ROBOTICS & END OF LINE	PHARMA
PROBREW [®]	FEDERAL	PACE	AXON	BARTELT	ALLPAX	CODE TECH	BRENTON	NJM
PROMACH	FOGG	PACKWEST	PACKLAB	CL&D	BENCHMARK	EPI	DEKKA	PHARMAWORKS
SENTRY	MBF	ROBERTS	P.E. LABELLERS	FL TÉCNICS	FERLO	ETIFLEX	DJS	WLS
STATCO-DSI	MODERN	ZALKIN		HMC PRODUCTS	KLEENLINE	GREYDON	EDSON	
TECHNIBLEND	PACIFIC			MATRIX	SHUTTLEWORTH	ID TECHNOLOGY	ORION	
ZARPAC	PDF SEAL			OSSID	STOCK	PANTHER	QUEST	
ZPI	ZACMI			REEPACK			RENNCO	
				SOUTHERN			SERPA	
							TEXWRAP	
							WEXXAR BEL	

The company is made up of best-in-class brands across a number of business lines.
60 Product Brands. 1 Global Company.

WHAT WE DO

ProMach works alongside customers to design and deliver processing and packaging solutions that improve efficiency, reliability, and product quality. As a trusted partner, we support our customers at every stage — from concept through full-line integration and ongoing optimization.

Our operating divisions bring specialized expertise across the production lifecycle, collaborating closely with customers to engineer, build, and refine equipment and systems tailored to their operations. Our capabilities are organized around four core pillars that reflect the full packaging and processing value chain, enabling us to provide comprehensive, end-to-end solutions.

- 1

Processing systems

We design and deliver processing solutions that transform raw ingredients into finished products ready for packaging. Through sanitary design, engineered-to-order solutions, and expert installation, these systems help improve food safety, reduce waste, and drive efficiency across operations of all sizes.
- 3

Cellular integrated systems

We bring together multiple machines and technologies into integrated, right-sized systems tailored to each facility. By aligning equipment and applications within a unified design, we help reduce complexity, streamline operations, and improve overall line performance.

- 2

Standalone packaging machines

Our packaging solutions support every stage of the product journey. From primary packaging on the shelf to secondary packaging solutions, such as labeling, coding, and tertiary systems that protect and track products through distribution, each solution is designed to enhance performance, consistency, and product integrity.
- 4

Complete turnkey lines

ProMach delivers fully integrated processing and packaging lines, combining engineering, design, and system integration into a single solution. From concept through commissioning, our teams provide end-to-end accountability to help customers launch and scale production with confidence.

PROMACH PROVIDES SOLUTIONS ACROSS SEVERAL PACKAGING AREAS



Systems
& Processes



Filling



Bottling
& Capping



Decorative
Labeling



Flexibles
& Trays



Handling
& Sterilizing



Labeling
& Coding



Robotics
& End of Line



Pharma

PROMACH PERFORMANCE CULTURE

Our Purpose

At ProMach, performance excellence is how we operate every day. We help customers simplify complexity and improve performance across their operations. Our General Manager (GM)-led structure empowers each product brand to stay close to its markets, delivering specialized expertise and tailored solutions. This allows us to move quickly, innovate, and respond precisely to customer needs.

Ongoing customer engagement informs how we design and integrate solutions, improving efficiency, reliability, and line performance. Collaboration across leadership and divisions supports continuous improvement, knowledge-sharing, and a strong focus on safety and operational excellence backed by people with deep industry expertise.

Values

Our values shape how we operate, lead, and support customers, defining our culture and how we work together across teams and geographies.

PASSION: *Performing at Every Level* We bring energy and focus to everything we do — whether it’s developing a single machine or delivering a complete turnkey solution. Our passion drives us to perform at every level and to support our customers in protecting their brands, meeting their goals, and maximizing production line performance.

COMMITMENT: *Earning Trust by Follow-Through* We earn trust through follow-through — holding ourselves accountable to our teams and our customers. No matter the challenge, we remain dedicated to delivering on our promises with integrity, perseverance, and mutual respect.

COLLABORATION: *Cultivating a Team of Proactive Problem Solvers* Collaboration is at the core of our problem-solving mindset. By staying closely connected to customer needs and encouraging initiative across our brands, we continuously develop smarter and more effective solutions that drive better performance.

INNOVATION: *Working as One Unified Resource* Innovation at ProMach is powered by connection — across brands, teams, and technologies. By working as one unified resource, we are able to deliver both individual machines and fully integrated systems that push boundaries and unlock new possibilities for our customers.

INTEGRITY: *Being Genuine in Everyday Activity* We lead through transparency, authenticity, and a long-term mindset. By building honest relationships and fostering open communication, we create true partnerships that go beyond machines — grounded in trust and designed to last.

We empower employees to take ownership, collaborate openly, and continuously improve — driving better ideas, stronger execution, and more consistent outcomes. Across our global organization,

our values connect us to a common purpose: delivering excellence with integrity and a commitment to each other’s success.

Our purpose is clear: to help our customers deliver high-quality products and grow their trust with consumers.

COMMITMENT TO SUSTAINABILITY

Overview of Our Approach

Sustainability is built into how we operate. Long before it became a formal category, our business was already guided by safety, transparency, community engagement, and innovation. Today, sustainability is part of our broader business strategy — helping us strengthen performance, build trust, and support customers as expectations evolve.

Governance of Sustainability

We established a dedicated sustainability department to lead progress on key priorities, while recognizing that real progress requires collaboration across the entire business. By involving stakeholders from every function, we're building a foundation for meaningful impact.

We also completed our first greenhouse gas (GHG) emissions inventory for CY2024, giving us a data-driven baseline to reduce our carbon footprint, strengthen transparency, and prepare for evolving regulations.

Identifying Our Sustainability Priorities

Determining which sustainability topics matter most is a cross-functional effort across our global operations. In 2025, we updated our materiality assessment to reflect a double materiality approach (DMA) — evaluating both how sustainability topics affect our business and how our operations affect people and the environment. This dual view helps us prioritize what matters most for our long-term strategy and stakeholders.

Our updated methodology is designed to align with the EU's Corporate Sustainability Reporting Directive (CSRD), following EFRAG's 2024 Materiality Assessment Implementation Guidance. Input comes from across the business — divisions, functional leaders, and executives alike. As global reporting requirements evolve, ProMach plans to refresh its DMA to stay aligned.



OUR MATERIALITY ASSESSMENT

Our double materiality approach evaluates sustainability-related impacts, risks, and opportunities (IROs) across the entire ProMach value chain, focusing on the issues most relevant to our business and stakeholders. IROs were identified through a structured process that combined desk research with an analysis of ProMach’s operations, products, and activities. These were then prioritized through workshops with ProMach’s executive team, functional leaders, and business unit presidents, using a consistent scoring framework to identify the issues most critical to long-term value creation.

Identification of Impacts, Risks, and Opportunities

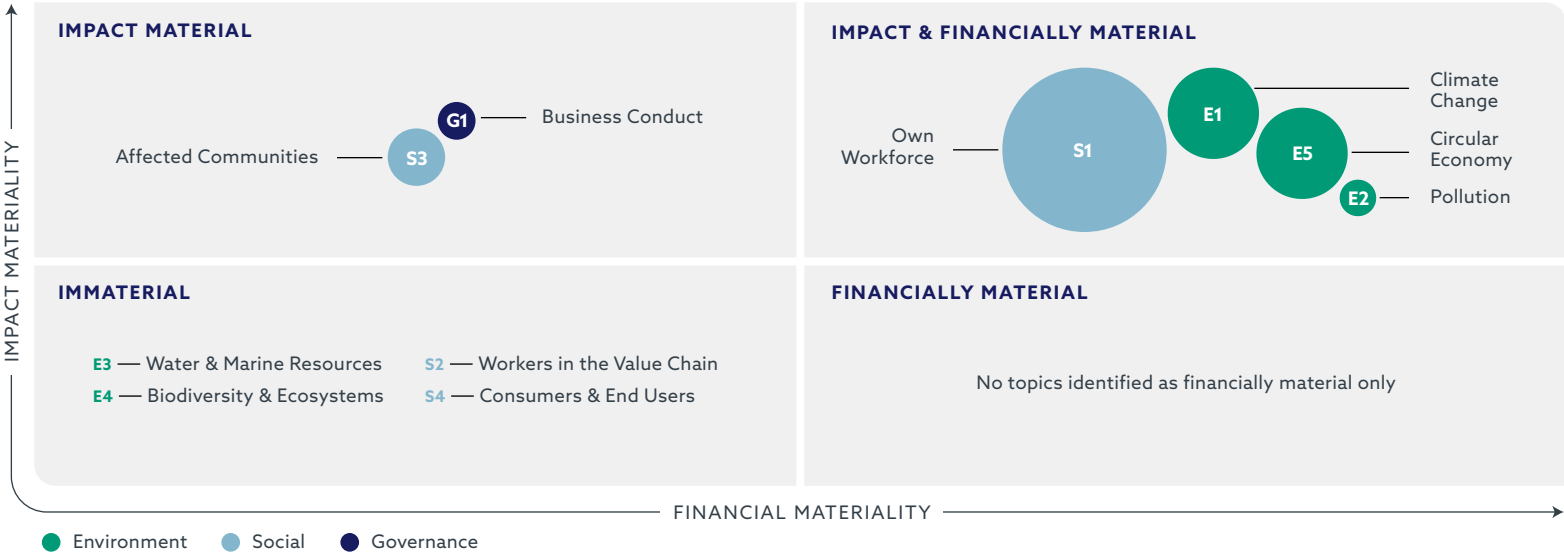
We assessed ProMach’s impacts on people and the environment, as well as the financial risks and opportunities relevant to our business, using a range of internal and external inputs. These included topics aligned with ProMach’s mission and customer priorities, relevant regulations, emerging compliance requirements, industry reporting standards and frameworks, general sustainability themes across the sector, and broader market and industry trends.

Impact Materiality We evaluated the impacts of our operations and products on people, communities, and the environment. Each topic was assessed based on factors including scale, scope, irremediability, and likelihood. With an eye toward alignment with EFRAG guidance, greater emphasis was placed on the severity of impacts related to human rights over likelihood.

Financial Materiality Risks and opportunities across ProMach’s value chain were evaluated using criteria such as likelihood and magnitude to determine potential financial impact.

Results Verification In 2025, ProMach engaged an independent third-party auditor to conduct a pre-assurance review of the double materiality process and its results. Recommendations from this engagement have been incorporated into our approach and will inform future updates as we refresh our DMA.

Material Topics From an initial list of 213 IROs, 24 were identified as material, mapping to six topics aligned with ESRS topical standards. Each topic is plotted by its impact and financial materiality, with circle size reflecting the number of material IROs within that topic.



OUR SUSTAINABILITY GOALS AND COMMITMENTS

We are advancing our sustainability program by strengthening accountability, transparency, and long-term impact. Over the past year, following the establishment of clear, measurable goals across three strategic pillars — safety, people, and the environment — we have formally implemented these goals across the business. These goals align teams around a shared sustainability vision and hold internal stakeholders accountable for performance.

We designed these goals to advance proactive safety management, maximize employee engagement and development, and improve operational efficiency through innovation. To support execution, we continue to strengthen how we measure and track progress. In 2025, we implemented an external data management platform to improve data collection, enhance consistency, and support more effective performance monitoring.

We align our goals with the results of our latest materiality assessment to focus on the issues most relevant to our business and stakeholders. We highlight progress against these goals throughout this report to provide transparency and demonstrate how we are creating long-term value for our employees, customers, and the communities we serve.



Safety Goals

TIR & LTIR REDUCTION

ProMach continuously strives to reduce our Total Incident Rate (TIR) and Lost Time Incident Rate (LTIR) through employee safety initiatives and identification and correction of potential unsafe conditions.



People Goals

ATTRACTING AND RETAINING UNDERREPRESENTED TALENT

We are dedicated to recruiting, developing and retaining employees from underrepresented groups and to ensuring our workforce reflects the communities where we operate.

DRIVING GROWTH THROUGH DEVELOPMENT

We are committed to providing employees with regular performance and development feedback.

ENSURING PAY EQUITY

We are committed to achieving and sustaining fair pay practices across our workforce.

FOSTERING BELONGING AND INCLUSION

We aim to build a workplace where every voice is valued and a culture that both supports people and drives results.



Environmental Goals

WITHIN OUR OWN OPERATIONS

Operational Efficiency

ProMach aims to reduce our Scope 1 & 2 greenhouse gas emissions by implementing energy savings initiatives in our sites.

EFFICIENCY FOR OUR CUSTOMERS' OPERATIONS

Promote Circular Packaging Innovation

We commit to promote our customers' circular packaging innovation by enabling the incorporation of bio-based and recycled content materials in our new product designs.

Machinery End of Life

ProMach commits to increase revenue from its machinery refurbishment and remanufacturing and to ensure that new machinery products are in part reusable and/or recyclable at end of use.

A large group of people, mostly men, are posed in many rows in a factory or warehouse. They are wearing white polo shirts, some with logos. The background shows industrial equipment, shelving, and a high ceiling. The entire image has a teal color overlay. The text "PEOPLE AND SOCIETY" is centered in white, bold, sans-serif font.

PEOPLE AND SOCIETY

Section Highlights

ProMach is committed to building a strong, people-first workplace for our more than 6,500 employees worldwide. As a growing company, we offer meaningful career opportunities supported by clear talent management practices and ongoing learning and development programs. We prioritize health and safety through rigorous standards and training, ensuring that employees feel protected and confident in their work. Our culture is rooted in collaboration, respect, and strong relationships, where teams work together to deliver results and support one another. Beyond our workforce, we aim to make a positive impact on the communities in which we operate through local engagement and partnerships.

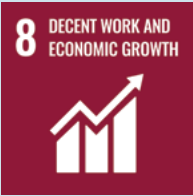
OUR EFFORTS ARE ILLUSTRATED IN THE HIGHLIGHTS BELOW:

Improved hazard awareness, identification, and management through the Hazard Identification Incentive Program, reducing incident rates by 25%.

Expanded PowHER to Europe, supporting the development of women across ProMach’s global workforce.

Developed the next generation of engineers by supporting junior robotics teams in North America.

OUR PEOPLE AND SOCIETY PROGRAMS IMPACT THE FOLLOWING UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



JUMP TO SECTION HIGHLIGHTS

14

Commitment to
Health and Safety

18

Human Capital
Management

20

Building a Culture
of Engagement

23

Community
Involvement

Commitment to Health & Safety

Health and safety are fundamental to how we operate. Guided by our core value, *Be Safe, Always*, we are strengthening execution by embedding more proactive, disciplined processes across the business and reinforcing accountability at every level of the organization.

Knowledge-sharing remains a key enabler of this approach. We actively share safety alerts and proven practices across divisions and convene quarterly forums where teams review performance trends, identify risks, and align on improvement priorities. This approach is supported by the following:

- Streamlined communication channels to share safety updates, alerts, and early signals of potential risk.
- Continued investment in expanding our safety capabilities across the organization.
- A stronger focus on leading indicators, particularly proactive hazard identification.
- Annual safety audits across all facilities, including international locations, to reinforce accountability and drive continuous improvement.

By combining clear enterprise direction with insights from teams closest to operations, we are building a more proactive, execution-focused safety culture — one that reflects our commitment to *Be Safe, Always*.



2025 SAFETY HIGHLIGHTS



GOVERNANCE AND ACCOUNTABILITY

At ProMach, we believe safety is everyone's responsibility. Our top-down, bottom-up approach promotes accountability at every level while giving employees a clear voice in the process. Team members are encouraged to report incidents or concerns via onsite, email, or digital channels, supporting a proactive and responsive safety culture.

In 2026, we are further enhancing our health and safety governance framework through the implementation of an enterprise EHS management software platform. This will improve the maturity and efficiency of our systems, enable more advanced hazard tracking and management, and strengthen data collection and analysis.



Regular Safety Audits

ProMach divisions conduct regular safety audits to monitor performance, identify trends, and strengthen execution across the business. Depending on the site, these audits take place monthly, quarterly, or annually. These reviews enable the consistent sharing of data and insights across divisions, with key findings communicated to team members and translated into targeted actions where needed. Topics covered include the following:

- Incident reviews and root cause insights
- Recordable and Total Incident Rate (TIR) performance
- Lost-time incidents and Lost Time Incident Rate (LTIR)
- Performance benchmarking against industry averages
- Progress on ongoing health and safety initiatives (e.g., chemical inventory, electrical safety, knife/blade survey)

HAZARD IDENTIFICATION INCENTIVE PROGRAM

To address the most common risks across our operations, ProMach introduced a Hazard Identification Incentive Program to strengthen proactive risk management at the site level. This program encourages employees across all divisions to take ownership of identifying and addressing hazards before incidents occur, thereby reinforcing accountability and engagement in everyday operations.

As part of the program, employees receive targeted training on hazard identification, helping teams better recognize risks in real time and take corrective action. In 2025, teams identified 2,412 hazards through the program, enhancing visibility into potential risks across facilities.

This proactive approach has delivered measurable results, including a 25% reduction in our TIR performance, demonstrating the impact of empowering employees to lead on safety.

SAFETY TRAINING

At ProMach, we take a proactive, forward-looking approach to health and safety training by designing programs that anticipate risks and equip employees with the knowledge needed to prevent incidents before they occur. Training is tailored to the needs of each division and delivered quarterly through a mix of virtual and in-person sessions, providing role-specific guidance that reflects real-world operating conditions.

Our focus goes beyond compliance. We use insights from hazard identification, safety trends, and frontline feedback to continuously refine our training programs, helping employees recognize potential risks early and take action. This approach strengthens awareness, reinforces safe behaviors, and empowers our workforce to actively contribute to a safer, more resilient work environment.

Safety Training Examples

In 2024, training covered a range of critical topics, examples include:

- Accident prevention
- Fire preparedness
- Driver safety
- First aid fundamentals
- Incident investigation
- Chemical safety
- Hazardous material identification and waste management
- Electrical safety preparedness
- Industrial ergonomics



FIELD SERVICE TECHNICIAN SAFETY CHECKLIST UPDATE

Building on the proactive safety checklist introduced in 2024 for our field service technicians (FSTs), we continued to expand its use in 2025 to reinforce safe work practices before each job began. The checklist supports hazard awareness in the field and helps embed consistent safety habits across teams.

In 2025, we completed 9,427 field checks, reflecting the continued adoption of the program. Since implementation, we have maintained zero serious injuries among FSTs, demonstrating the impact of a more proactive, prevention-focused approach to safety.

SENTRY SAFETY STAND DOWN

Sentry, a ProMach division, hosted its first Safety Stand Down in 2025 — a voluntary, temporary pause in work that allows teams to step away from operations and focus entirely on safety. These events create dedicated time and space for employees to discuss hazards, review procedures, and participate in targeted training.

While stand-down events are often held in response to an incident or negative trend, Sentry's event was intentionally proactive — designed to bring employees together, strengthen awareness, and reinforce a safety-first mindset. Branded "Sentry Safe," the two-day event paused production, demonstrating through action that safety is a true business priority.

Day 1 focused on an all-hands introductory presentation and perspective building, helping employees understand that safety is not simply the absence of hazards but the active process of how hazards are recognized, managed, and mitigated. Foundational training sessions reinforced core safety principles.

Day 2 featured hands-on training stations focusing on key risks, along with sessions led by external safety experts. Stations included Hand and Tool Safety, Ergonomics in the Workplace, Portable Fire Extinguisher Use, First-Aid and Stop-the-Bleed, and Scissor Lift and Elevated Work Safety.

ARC FLASH SAFETY ASSESSMENT UPDATE

Building on the progress made in 2024, ProMach continued to advance its Arc Flash Safety Assessment Program across its facilities — an important component of alignment with The National Fire Protection Association 70E standard. These assessments help identify electrical hazards, define protective measures, and reduce risks for employees working near energized equipment.

In 2025, we surpassed our original goal of 75% completion, achieving assessments at 84% of applicable facilities. This milestone reflects strong execution across the business and continued leadership focus on electrical safety, reinforcing our commitment to proactive risk identification and safer operations.

The stand-down was widely regarded as a highlight of the year for Sentry. It strengthened ownership and professionalism around safety while fostering team unity across the division. Its success has generated interest across other ProMach divisions, and Sentry plans to build on this momentum by hosting similar events in the future.

Human Capital Management

At ProMach, talent management is a core aspect of our long-term business strategy. When employees join our company, we commit to creating an environment in which they can grow, contribute, and succeed — supported by a culture grounded in safety, integrity, and continuous development. The strength of our business is directly tied to the capabilities, engagement, and dedication of our people, which is why we invest in building and sustaining a high-performing workforce.

We seek individuals who are motivated to excel and take ownership of their careers. Employees have the opportunity to shape their own paths — whether their strengths are creative, strategic, technical, or operational. Our structure combines the agility and personal connection of a smaller organization with the resources and scale of a global company, offering the best of both environments.

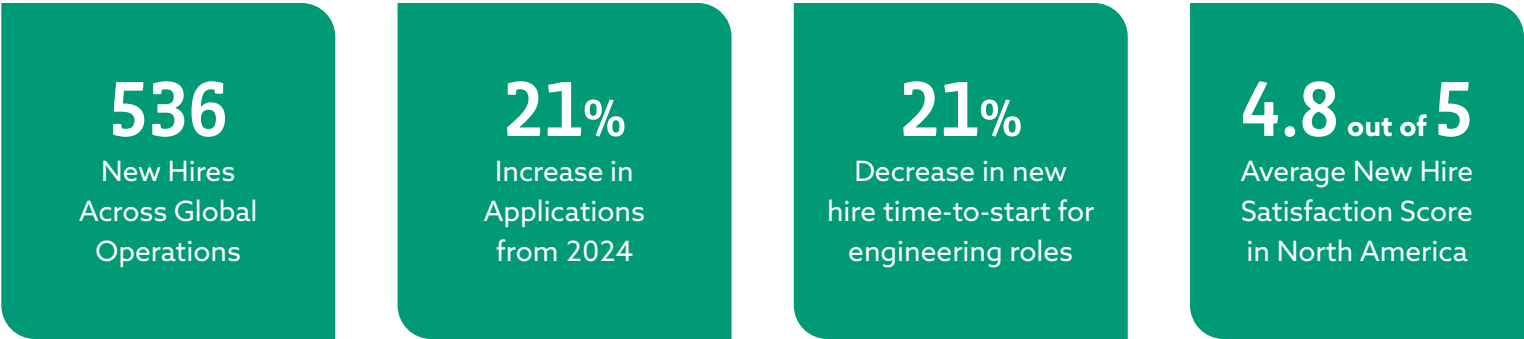
As part of our talent acquisition strategy, we are building strong candidate pipelines through our in-house talent acquisition team. We continue to enhance our employer brand and strengthen our ability to attract a broader and more comprehensive pool of talent.

Once hired, employees have access to training, tools, and development programs designed to build skills and support career progression. They are encouraged to take on new challenges, build meaningful relationships, and see the direct impact of their work on customer outcomes and industry innovation. We support our teams with competitive compensation, comprehensive benefits, and an environment where they can perform at their best.

We take pride in our ability to attract and retain top talent. Our people are at the center of everything we do, and their contributions continue to shape the future of packaging automation.



2025 TALENT HIGHLIGHTS



LEARNING AND DEVELOPMENT

Our long-term success is directly tied to the strength, engagement, and development of our people. Our learning and development approach is designed to build capabilities at every stage of the employee lifecycle by combining structured programs, collaborative learning, and real-world experience.

We deliver a mix of formal, social, and experiential learning opportunities. Formal training supports skill development and career progression, while social learning fosters collaboration and knowledge-sharing across teams. Experiential learning remains a key focus, providing employees with opportunities to apply their skills in practical, on-the-job settings.

We continue to strengthen our early career talent pipeline through expanded relationships with colleges and universities and targeted recruitment of recent graduates. In 2025, we formalized our internship program, creating a more structured and consistent experience for participants. The first group of college graduates hired through this program began as interns in summer 2026, supporting the development of future talent across the organization.

Learning and development opportunities span every stage of a career — from internships, mentorship, and early-career programs to performance development planning and defined progression pathways. By combining company-wide initiatives with division-specific training, we balance consistency with flexibility, enabling employees to grow, build connections, and contribute to our long-term success.

2025 LEARNING AND DEVELOPMENT TRAINING PROGRAMS

- Interview training
- Project Management Academy (PMA)
- Business fundamentals training
- GM Leadership training
- Future Leaders
- Fundamentals of Finance
- Introductory supervisory skills courses
- ProMach University

EMPLOYEE BENEFITS

A strong, well-designed benefits program plays a critical role in attracting, supporting, and retaining talent. Our offerings are designed to be competitive and responsive to the needs of our global workforce, with the flexibility to reflect regional requirements. Our benefits are intended to support employees at every stage of their careers and lives.

We implemented Workday in 2026 to enhance how we manage and support the full employee lifecycle. This investment brings our workforce onto a unified platform, improving access to information and enabling a more connected and consistent employee experience across the organization. By streamlining processes and improving visibility, Workday will help strengthen engagement, support decision-making, and create a more integrated experience for our employees and supervisors.

Building a Culture of Engagement

EXPANDING OPPORTUNITIES

At ProMach, we aim to create an environment in which individuals from a wide range of backgrounds can contribute, grow, and succeed. Our organization benefits from the breadth of viewpoints across our people and operating divisions, and our business model allows each division to address the needs of its teams and communities while aligning with our broader talent priorities.

We continue to advance our approach through targeted actions that support the best outcomes. This includes strengthening the use of data to inform talent decisions, expanding employee-led initiatives, such as our women's network group, and embedding collaborative leadership topics into management development programs. At the same time, we are refining how we attract, develop, and retain talent to broaden access to opportunities and support long-term career growth across the organization.

HIRING PRACTICES

We believe that building a highly capable and resilient workforce starts with how we attract and engage talent. Our hiring approach is designed to promote objectivity, consistency, and accessibility at each stage of the recruitment process.

We continue to expand our sourcing networks to reach a broader pool of candidates and optimize the way we communicate opportunities through job descriptions and outreach efforts. Throughout the hiring process, we focus on creating a professional and highly accessible experience, ensuring that all candidates are evaluated on merit and technical skill.

HIRING PRACTICES

We use advanced analytics tools to review job descriptions, helping to standardize criteria, eliminate nonessential requirements, and support an accessible and merit-focused candidate experience.

Our interview training method equips hiring teams to recognize and mitigate unconscious bias, promoting more consistent and objective evaluations.

Job descriptions are designed to focus on core objective skills and capabilities, helping to broaden the candidate pool and mitigate unintentional barriers to qualified market talent.

We maintain hiring practices that align with Equal Employment Opportunity (EEO) standards and the Americans with Disabilities Act (ADA) requirements.

Where permitted by law, we track demographic markers — such as veteran status, gender, and ethnicity — to evaluate the effectiveness of our sourcing strategies.

We also track progression into leadership roles, which has provided valuable insights to sponsor professional advancement networks, such as our women's employee network group.

STANDARDIZED COMPENSATION ARCHITECTURE

In 2025, we initiated a multiyear effort to build a standardized compensation architecture across the organization, laying the foundation for a more consistent, transparent, and objective approach to pay. This work focused on defining a clear compensation strategy and philosophy supported by a structured framework for grading and leveling roles across the business. As part of this effort, in 2026 and 2027, we will start educating managers and employees on how compensation decisions are made, helping to increase understanding and consistency in their application.

The program was launched in North America as the initial phase, with plans to expand globally. Upcoming regulatory requirements are accelerating this work internationally. We have begun implementing a similar structure in Europe, including job grading and defined compensation ranges. Together, these efforts establish a strong foundation for our long-term compensation strategy — enabling greater transparency for employees and candidates, supporting more consistent pay practices, and strengthening career development through clearer role definition and progression pathways. This work also complements our broader

competency framework, further aligning skills, performance, and growth opportunities across the organization.

COLLABORATIVE LEADERSHIP TRAINING

At ProMach, we recognize that collaborative leadership is essential to building strong, high-performing teams. When leaders actively foster an environment in which individuals feel respected and able to contribute, it strengthens operational execution and drives better outcomes across the organization.

To support this, we provide our General Managers with structured training focused on developing and sustaining open, team-centric environments. These programs equip leaders with the tools to encourage dialogue, broaden perspectives, and create conditions in which employees feel confident in contributing their ideas. By embedding these collaborative practices into leadership development, we aim to strengthen team effectiveness and support long-term success across the business.

MANAGING A MULTIGENERATIONAL WORKFORCE

The evolution of our workforce has created a multigenerational management mix in which early-to mid-career managers lead later-career employees. To leverage the rich breadth of experience this brings while addressing different approaches to communication, expectations, and work, we instituted targeted training focused on optimizing collaboration and operational continuity.

The program focuses on building awareness of generational perspectives and equipping employees with practical tools to adapt their communication and management styles. By encouraging more effective dialogue in both directions, the training supports stronger collaboration, reduces friction, and helps teams operate more cohesively. This effort reflects our broader commitment to creating an environment in which employees at all career stages can contribute and succeed.

ADVANCING WOMEN IN LEADERSHIP: POWHER

Recognizing the strategic value of expanding leadership pathways within the manufacturing sector, we launched the PowHER professional network in 2021 to support meaningful talent development. PowHER is designed to help women at ProMach grow professionally, strengthen their leadership capabilities, expand their networks, and collaborate across divisions. By

leveraging professional experience and operational insights across the organization, the group fosters a highly connected workplace and a more robust succession pipeline.

Through events, seminars, and networking opportunities, PowHER brings together employees from different geographies, functions, and levels

of leadership. These interactions create space for knowledge-sharing, mentorship, and peer support, helping participants build the skills, confidence, and relationships needed to succeed both within ProMach and beyond.



POWHER EUROPE

Building on the success of PowHER in North America, ProMach has expanded the program to Europe, further strengthening its commitment to supporting women across the organization. The growth of PowHER reflects both the impact of the initiative and the interest in opportunities that foster connection, development, and collaboration across regions.

By expanding PowHER's reach, ProMach continues to build a more connected and collaborative organization while supporting the development of women across its global workforce. In 2025, female leadership representation in Europe grew, with key promotions across multiple functions.



PowHER Europe representation at drinktec in Munich, Germany.

Community Involvement

We are committed to making a meaningful impact on the communities in which we operate. Our approach goes beyond financial contributions, combining employee-led giving, fundraising efforts, and sponsorship of local initiatives.

Aligned with our divisional structure, we empower teams to support the causes that matter most in their local communities. Across ProMach, divisions partner with local organizations, organize food and toy drives, and participate in blood donation campaigns — creating opportunities for employees to give back in ways that are personal and impactful. We value the role we play in each community and continue to look for ways to deepen our engagement and expand our positive impact.



CANCERFREE KIDS 100 MILE CHALLENGE

ProMach continued its longstanding support of CancerFree KIDS in 2025 by participating in the 100 Mile Challenge for the third consecutive year. Participation grew significantly, with 234 employees across 14 sub-teams coming together to walk, run, and cycle in support of pediatric cancer research.

The Matrix and Shuttleworth divisions led fundraising efforts, while Benchmark Automation emerged as the top team. Teams also introduced new ways to engage their communities, including a Match Day and a fundraising event featuring a team walk, pie-in-the-face, and water balloon activities.

This continued momentum reflects the strength of ProMach's commitment to community impact and the meaningful role our teams play in advancing the mission of CancerFree KIDS.



NJM Robotics Partnership – Building the Next Generation of Engineers

NJM, a ProMach division, supports STEM education through youth robotics programs in Montréal. Since 2022, NJM has partnered with Collège Regina Assumpta to sponsor two competitive robotics teams — Team 3990 “Tech for Kids” (senior) and “Tech Junior” — engaging over 100 students each season through both funding and employee involvement.

As a founding member of PMMI (Association for Packaging and Processing Technologies), NJM’s contributions are matched by the organization. Together, they’ve provided funding and equipment, including a \$20,000 robotic pick-and-place system (matched by PMMI), along with hands-on training for students and educators.

Collège Regina Assumpta ranks among Canada’s top 10–15 robotics programs and regularly qualifies for the FIRST Robotics World Championship in Houston. In 2025, NJM’s team joined ProMach-supported teams from Shuttleworth and Brenton in

finishing in the global top 10% — and in a dramatic twist, the NJM- and Shuttleworth-backed teams met in the semifinals, decided by a single point.

The program also broadens access to STEM, with female participation now at 53%. This, along with strong community engagement, earned the teams a nomination for the FIRST Impact Award, one of robotics’ top honors.

The initiative feeds ProMach’s talent pipeline directly: in 2026, two participants joined NJM as summer interns, and a third joined a European strategic partner. Following NJM’s lead, ProMach is expanding this model across divisions — including Shuttleworth, Brenton, Edson, and Zarpac — to build future talent while strengthening ties with the communities where ProMach operates.

“Volunteering with the team is incredibly rewarding. You see firsthand how quickly students develop not only their technical skills, but also, more importantly, their confidence, problem-solving, and teamwork. I feel it’s a privilege to share their passion and be part of their journey.”

— VP General Manager at NJM





MANAGING ENVIRONMENTAL IMPACT

Section Highlights

We are committed to advancing environmental stewardship by delivering innovative, customized packaging solutions that help customers across industries reduce their environmental footprints. From lightweighting materials to improving energy efficiency in packaging lines, our technologies support more sustainable product design and delivery.

Within our own operations, we have taken important steps to improve the transparency and accuracy of our environmental data. After measuring and disclosing our greenhouse gas (GHG) emissions for the first time, we have focused on strengthening our approach through a second GHG inventory and the onboarding of a data management platform. These efforts are helping us enhance data quality, improve consistency, and build a more robust foundation for tracking and managing our environmental impact over time.

JUMP TO SECTION HIGHLIGHTS

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Reducing Our
Operational Footprint

OUR EFFORTS ARE ILLUSTRATED IN THE HIGHLIGHTS BELOW:

Conducted a second annual GHG emissions inventory for Scopes 1-3.

Onboarded a data management platform to strengthen environmental data tracking and accountability.

Continued to drive resource efficiency by incorporating the ability for customers to use 100% recycled plastic and biobased materials in packaging solutions.

OUR ENVIRONMENTAL PROGRAMS IMPACT THE FOLLOWING UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS





Labeling

We have improved label production efficiency by increasing the number of labels per roll, reducing material use, waste, and overall environmental impact. This approach lowers the total number of rolls required, helping reduce costs, minimize machinery wear, and improve operational performance.

Fewer rolls also translate into broader efficiency gains across the value chain, including reduced freight volumes, less forklift activity, and lower fuel consumption. In addition, our network of labeling facilities across North America enables production closer to customers, shortening transportation distances and helping reduce associated emissions.



Bottling

Bottle caps on non-returnable PET bottles have historically contributed to environmental pollution, as they are often separated from the bottles and excluded from recycling streams. In response to evolving regulatory requirements and industry expectations, tethered caps are becoming the standard for single-use plastic bottles, helping ensure caps remain attached and are more likely to be recycled.

To support this shift, our French division, Zalkin, has enhanced its capping technology to enable customers to convert existing equipment to produce tethered caps. These upgrades allow for a seamless transition without the need for full system replacement, helping customers improve recyclability, meet regulatory requirements, and maintain efficient production. To date, hundreds of machines have been successfully converted, supporting broader adoption of this more sustainable packaging solution.



Packaging

Packaging materials account for a significant share of global plastic waste, making them a key area of focus for reducing environmental impacts. We work closely with customers to develop solutions that incorporate recyclable and biodegradable materials, increase post-consumer recycled (PCR) content, and reduce reliance on virgin plastics.

Divisions such as CL&D, Serpa, and ID Technology are advancing these efforts through tailored innovations — ranging from premium pouches with high PCR content to carton designs that eliminate plastic altogether, as well as labeling solutions that incorporate FSC-certified materials. Together, these solutions help customers reduce waste, improve recyclability, and make meaningful progress toward their sustainability goals.

Reducing Our Operational Footprint

At ProMach, managing our environmental impact is a core part of how we operate. Building on the foundation established in 2024, we continued to advance our approach in 2025 by beginning our second annual global GHG emissions inventory, which was finalized in early 2026. This ongoing effort reflects our commitment to improving the accuracy, consistency, and transparency of our environmental data and strengthening how we manage our carbon footprint over time.

While compliance with environmental laws and regulations remains fundamental, our objective extends beyond compliance — we aim to operate in ways that respect our employees, communities, and the environment. Our EHS team leads this work at the corporate level, while each division is responsible for implementing initiatives aligned with our broader strategy. Through data collection, surveys, and analysis, divisions are equipped to identify opportunities, strengthen performance, and advance more sustainable practices. By integrating these efforts into daily operations, we continue to build a foundation for ongoing improvement and long-term progress.

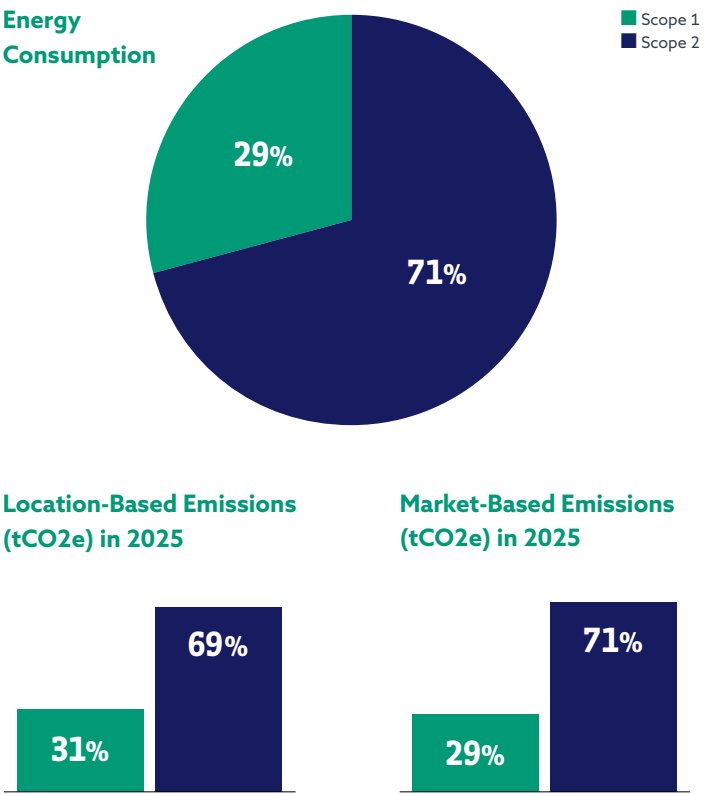
MANAGING OUR GHG EMISSIONS

Understanding our environmental impact begins with robust data. Following the establishment of our initial GHG inventory, we expanded and refined our approach in 2025 through our second annual assessment, which was finalized in early 2026. This work includes tracking energy consumption across our operations and reporting Scope 1 and Scope 2 emissions. We also continue to utilize a GHG emissions intensity metric to evaluate performance relative to business growth.

This enhanced visibility allows us to better identify areas for improvement and prioritize actions that can drive meaningful reductions over time. It also supports the development of measurable, achievable carbon management goals and strengthens our ability to align with customer expectations as a partner in advancing sustainability.

In 2025, we onboarded a data management platform to support the calculation of our annual GHG emissions, enhancing data integrity, quality control, and audit readiness. By standardizing how emissions data is collected, validated, and reported, we are increasing

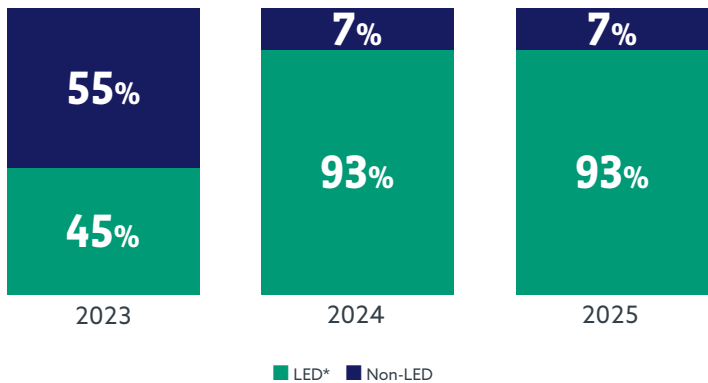
transparency and consistency across the organization — enabling year-over-year trend analysis and building a stronger foundation for future decarbonization efforts.



RESOURCE EFFICIENCY AND WASTE MANAGEMENT

Reducing resource use and minimizing waste are central to how we operate. Across our global footprint, teams focus on improving material efficiency, increasing the use of recycled content, and identifying opportunities to reduce waste generation at the source. This includes optimizing processes, working with suppliers and customers to support more sustainable material choices, and advancing recycling practices across our operations.

% of LED lighting usage across ProMach business division



*Indicates business divisions that have partially or fully implemented LED lighting within their facilities.

We continue to build on these efforts through practical, site-level improvements that also deliver energy and cost benefits. For example, we have maintained the use of light-emitting diode (LED) lighting across our

facilities, with 93% of divisions having partially or fully implemented LED upgrades. These improvements help reduce overall energy consumption while supporting more efficient operations.

ADVANCING CIRCULARITY WITHIN PLASTICS MANUFACTURING

Our Roberts PolyPro division plays a unique role by manufacturing plastic components in addition to machinery, giving us direct control over materials and production processes. Plastics manufacturing is central to this business, and our approach is focused on maximizing material efficiency and minimizing waste through both recycled content and closed-loop production.

Depending on product requirements, we use a combination of virgin and recycled resin. For many applications, products can be manufactured using 100% virgin or 100% recycled materials. When working with virgin resin, the production process generates a significant amount of scrap due to product geometry — typically 65–70% of the original sheet. Rather than discarding this material, all scrap is captured, reground, and reintroduced into future production, creating a fully closed-loop system. In addition to in-house recycled material, we also incorporate externally sourced recycled resin where appropriate.

We continue to explore ways to increase recycled content while maintaining product integrity. In some cases, product design and color can be optimized to allow for higher utilization of material and reduced scrap. Where customers request post-consumer recycled (PCR) content, we evaluate opportunities to incorporate it, recognizing that it requires additional testing to ensure performance standards are met.

At the same time, we are advancing alternative solutions to reduce long-term environmental impact. Across our product range, we have the ability to incorporate bio-based additives, with some product lines already fully biodegradable. These materials are designed to break down in landfill conditions, offering a complementary approach to recycling by reducing the need for end-of-life processing. Our long-term goal is to continue expanding these capabilities and move toward fully biodegradable solutions where feasible.

In addition to energy efficiency, we remain focused on reducing material waste and supporting circularity. By improving how materials are used, reused, and recycled across our operations, we aim to lower environmental impact while maintaining strong operational performance.

“Because of the nature of our process, we’ve built a system where nothing goes to waste. Every bit of scrap is captured and reused, and we’re constantly evaluating how to increase recycled content without compromising product performance. At the same time, we’re investing in biodegradable solutions that can ultimately eliminate plastic waste altogether.”

— Engineering Manager at Roberts PolyPro



DRIVING ENERGY EFFICIENCY AT HMC PRODUCTS

ProMach’s HMC Products division partnered with a third-party energy-efficiency expert to identify opportunities to reduce energy consumption and take advantage of incentive programs offered by its local utility provider. This collaboration enabled HMC Products to implement a series of physical plant improvements with minimal upfront investment, making it possible to upgrade infrastructure while delivering immediate and ongoing cost savings on its electric bill.

These improvements are expected to deliver meaningful environmental and operational benefits. HMC Products anticipates reducing annual energy usage by approximately 30%, from 568,374 kWh to 395,236 kWh per year. In addition, the upgrades are projected to reduce emissions by an estimated 58.76 metric tons of CO₂e annually. Together, these efforts demonstrate how targeted investments in energy efficiency can lower costs, reduce environmental impacts, and support more sustainable operations.



CUSTOMER SOLUTIONS

Accelerating Industry Innovation

At ProMach, we view technology as a key enabler of advancing sustainability across the packaging and processing industry. Working closely with our customers, we develop solutions that reduce material use, improve recyclability, enhance resource efficiency, and help lower transportation-related emissions. Our approach focuses on delivering practical innovations that support both environmental goals and operational performance.

Through ongoing collaboration, testing, and application of new technologies, we help customers address evolving sustainability challenges while maintaining product quality, efficiency, and competitiveness in a dynamic market.

HOW PROMACH CONTRIBUTES TO A LOWER IMPACT FUTURE

Recyclable packaging solutions

We support the development of packaging that reduces plastic use, incorporates recycled content, and is designed to improve recyclability across its lifecycle.

Improved machinery and resource optimization

We continuously enhance our equipment and processes to improve efficiency and adapt to evolving sustainable packaging materials — while maintaining high standards for quality, safety, and performance.

Collaboration and partnership

We work closely with customers to understand their operational and sustainability priorities, helping accelerate the development and implementation of packaging solutions that deliver both environmental and business value.



FEDERAL® Reducing Water Waste

Opportunity

A North American bottled water supplier partnered with ProMach's Federal division to tackle inefficiencies in its bottling process. The customer was consistently overfilling its one-gallon bottles beyond the designated fill line, resulting in the loss of approximately 170,000 gallons of water annually, increased cleanup demands, and a higher risk of slips, trips, and falls on the production floor.

"We estimate that we were losing at least 500 gallons of water a day with the old filler. Our owner visited the plant recently and was very impressed with the process improvements. While there was an initial increase in investment, the payoff has been substantial."

— Customer at a leading North American bottled water supplier

Solution

Rather than replacing the customer's existing filler system, originally installed in 2012, the Federal team designed and installed a specialized component as part of a targeted refurbishment. This modification improved fill accuracy, enabling precise control of the fill level for each bottle and significantly reducing variability in the process.

Outcome

Bottles are now filled to the exact target level, eliminating overfill and conserving approximately 0.4 gallons, or 53 ounces, per minute during production. Eliminating spillage on the floor also considerably reduced the potential for slips, trips, and falls and cut operator cleanup time. Line performance improved as well, with filling speeds increasing from 110 to 130 containers per minute — an 18% gain — enabling higher output in the same run time or equivalent production in approximately 15% less time.



ID TECHNOLOGY® Lower-Impact Labeling at Scale

Opportunity

Over the past five years, ProMach's ID Technology (IDT) division has served as a trusted labeling solutions supplier for a major national retailer and consumer goods company. Throughout the partnership, IDT has demonstrated how its solutions can drive operational efficiency while delivering measurable sustainability benefits.

Solution

IDT took a multifaceted approach to improving efficiency and sustainability across the customer's labeling operations. With 10 label production facilities, IDT operates in close proximity to customers — enabling faster response times and shorter transit distances. For one of its largest customers, this localized model resulted in a 55% reduction in annual shipping mileage, significantly lowering transportation-related emissions.

IDT also focused on optimizing materials and production processes. In 2025, approximately 50% of label production volume used Forest Stewardship Council (FSC)-certified materials. Many incorporated

IDT's AutoSeries EX liner — 20% thinner than standard industry liners — reducing material usage, lowering carbon emissions, and cutting landfill impact by up to 20%.

Looking ahead, IDT plans to expand FSC-certified and down-gauged materials and upgrade production equipment to light-emitting diodes (LED) curing technology. By the end of 2026, LEDs will be operational at seven of its 10 plants. Compared to traditional UV curing, LED systems consume 30–70% less energy, eliminate mercury-vapor bulbs, and offer lamp lifespans exceeding 10,000 hours — reducing both environmental impact and maintenance costs.

Outcome

IDT's localized production model, material innovations, and technology upgrades are delivering tangible results — positioning IDT as a sustainability-aligned partner that helps large-scale customers meet their environmental goals without sacrificing performance.



ALLPAX® Improving Equipment Efficiency and Safety

Opportunity

A multinational food and beverage company wanted to improve the performance and reliability of its production assets, with a focus on increasing uptime and aligning operations with evolving global safety standards.

Solution

ProMach's Allpax division partnered with the customer to optimize existing equipment and implement targeted safety upgrades. The team upgraded safety systems and enhanced system controls to improve operator interaction.

Outcome

The upgraded system meets the customer's ISO 13857 safety objectives and has been fully validated, providing a framework that can be replicated across other facilities. Improved controls have introduced stronger checks and balances for operators while contributing to increased runtime and more reliable operations. The solution is now being adopted as part of the company's broader global approach to equipment standardization.



REEPACK™ Recyclable Packaging Solutions

Opportunity

As demand for sustainable packaging grows, the fresh meat sector faces pressure to move away from conventional tray-based formats. Traditional meat packaging — polypropylene (PP) trays sealed with multilayer lidding film — is incompatible with most recycling streams and creates logistical inefficiencies. In 2025, ProMach's REEPACK division partnered with a film manufacturer to develop a recyclable flow pack alternative.

Solution

REEPACK adapted its ReeFlow 200 T flow-wrapper to run its partner's Flow Pack PurePP film — a mono-material PP structure with more than 90% recyclability and high-barrier properties that meet the durability, antifog, and transparency requirements of fresh meat packaging. The shift from tray to flow pack also delivers significant logistical benefits, including a 60% reduction in packaging weight and a reduction in annual pallet requirements from more than 3,000 to just 49 — cutting transport, storage, and energy costs.

Outcome

The solution offers meat producers a commercially viable path to recyclable packaging without sacrificing performance. While adoption is still emerging, early comparisons with thermoforming applications suggest potential cost savings of 40–50%. REEPACK continues to develop its flow pack capabilities, with a focus on reducing line footprints, eliminating material waste, and lowering energy consumption.



TECHNIBLEND® Sustainable Innovation in Beverage Processing

Opportunity

ProMach division Techniblend partners with some of the world's largest beverage manufacturers, including multinational food and beverage industry leaders. As sustainability became increasingly important for customers, Techniblend identified an opportunity to engineer solutions that reduce energy, water, and resource consumption across the most intensive stages of beverage blending and filling.

Solution

Techniblend incorporated and commercialized four key technologies:

- **Low Dissolved Oxygen Technology** — By stripping dissolved oxygen from syrups using nitrogen, this technology enables filling at significantly higher temperatures, eliminating large glycol chilling systems and cutting energy demand and utility infrastructure by approximately 90%. Now standard on all new equipment, Techniblend has also retrofitted it across existing customer networks.

- **Rinse Optimization** — A configurable matrix embedded in the software control system of the beverage processing equipment calculates the precise rinse time and volume required between product changeovers, reducing cycles to as little as five minutes and saving up to 500–700 gallons of water per changeover — while eliminating the risk of operator error.
- **Burst Rinsing (Clean-in-Place)** — Replacing continuous water flow during cleaning with intermittent pulses delivers the same cleaning efficacy at approximately 40% less water consumption.
- **Regenerative Heat Exchange in Pasteurization** — Product-to-product heat exchangers capture heat from outgoing products and transfer it to incoming products, operating at 90–95% regenerative efficiency and substantially reducing energy input across the line.

Outcome

Techniblend's innovations have generated measurable savings across energy, water, and utility infrastructures. Low Dissolved Oxygen Technology has significantly reduced the need for large-scale glycol chilling capacity, while Rinse Optimization and Burst Rinsing have together driven meaningful reductions in water consumption across production and cleaning operations. Regenerative Heat Exchange has lowered pasteurization energy costs, with operational savings offsetting initial capital investment. Across new equipment and legacy retrofits alike, Techniblend continues to make sustainable beverage production accessible at scale.





**LEADING
WITH INTEGRITY**

Section Highlights

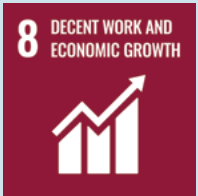
With a governance model that balances centralized oversight with divisional autonomy, ProMach remains focused on operating with integrity, accountability, and transparency. Our leadership team sets the strategic direction while maintaining alignment across more than 60 divisions and counting, supported by strong ethical standards and well-defined compliance policies. We continue to enhance oversight through evolving governance structures, including the planned formation of a dedicated sustainability committee, and reinforce a culture of ethical conduct through our Code of Business Conduct and related policies. At the same time, we are advancing our capabilities in cybersecurity, data privacy, and the responsible use of advanced analytical technology — strengthening resilience, safeguarding information, and supporting secure, reliable operations across our global footprint.

OUR EFFORTS ARE ILLUSTRATED IN THE HIGHLIGHTS BELOW:

Strengthened governance of sustainability by establishing a dedicated sustainability committee.

Maintained strong cybersecurity practices with no major reportable cybersecurity incidents in 2025.

OUR CUSTOMER GOVERNANCE PROGRAMS IMPACT THE FOLLOWING UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS:



JUMP TO SECTION HIGHLIGHTS

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Maintaining Strong
Corporate Governance

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Ethical Conduct

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Cybersecurity
and Data Privacy

45

Engagement Across
our Business Network

Maintaining Strong Corporate Governance

At ProMach, we operate through a model that combines the scale and support of a centralized corporate team with the agility and deep expertise of more than 60 divisions and counting. We establish company-wide strategies and standards to drive consistency, accountability, and compliance, while our divisions adapt their approaches to meet the specific needs of their customers and markets. This balance enables us to maintain alignment across the organization while remaining responsive at the local level.

BOARD STRUCTURE AND GOVERNANCE APPROACH

We are guided by a leadership team led by our Chief Executive Officer (CEO), who also serves as Chairman. Our Board includes key investors and is committed to strong oversight and accountability to stakeholders. The CEO provides regular updates to the Board, including quarterly discussions on key risks, performance, and material issues.

Our Board and leadership team work together to oversee sustainability and other ESG-related priorities. Our sustainability team meets regularly with executive leadership to review progress, assess emerging

risks and opportunities, and align initiatives with our broader strategy. In 2025, we established a dedicated sustainability committee that meets quarterly with executive leadership to strengthen oversight, enhance cross-functional coordination, and support the advancement of our sustainability priorities across the organization.

As we continue to grow, we will evolve our governance approach to reflect the increasing scale and complexity of our operations while maintaining our commitment to transparency, accountability, and long-term value creation.

For more information on our leadership team, please click [here](#).

ACTIVE OVERSIGHT THROUGH AUDIT AND COMPENSATION COMMITTEES

Our Board maintains active oversight through its Audit and Compensation Committees, both of which play a key role in supporting strong governance and accountability.

The Audit Committee oversees financial reporting and integrity, including reviewing accounting policies, internal controls, and the independence of external auditors. Our Chief Financial Officer (CFO) regularly engages with the committee, which is responsible for reviewing the completeness and accuracy of financial statements in accordance with applicable accounting standards.

The Compensation Committee supports the Board in aligning compensation programs with our strategic priorities and long-term objectives. Our Chief Administrative Officer (CAO) serves as Committee Secretary, helping facilitate oversight of compensation practices in line with the committee's charter.

Through regular meetings and ongoing engagement, both committees help ensure accountability, transparency, and alignment with leading governance practices.

Ethical Conduct

At ProMach, we maintain a consistent commitment to ethical conduct across our organization. While our departments and operating divisions manage their day-to-day activities independently, we hold all teams to the same high standards of integrity and accountability.

Our Code of Business Conduct provides the foundation for this approach. It guides how we operate across all aspects of our business and reflects our commitment to acting responsibly and ethically — beyond simply meeting regulatory requirements at the local, national, and global levels.

We actively monitor regulatory developments, industry trends, and stakeholder expectations. This ongoing review helps ensure our policies remain current, effective, and aligned with leading practices, supporting the strength and integrity of our governance framework.

CODE OF BUSINESS CONDUCT— GUIDING PRINCIPLES

- We create and maintain a safe and healthy workplace that respects individuals and is free from discrimination.
- We comply with applicable laws that govern our operations.
- We earn our customers' business and trust by providing outstanding products and services and by representing our products, services, and people honestly.
- We base our business decisions and supplier selections on merit and value.
- We safeguard proprietary information.

SUSTAINABILITY-RELATED PROMACH POLICIES

- Anti-Boycott Compliance
- Anti-Corruption Compliance
- Anti-Harassment
- Data Privacy
- Export Controls and Economic Sanctions
- Equal Employment Opportunity
- IT Acceptable Use

ENSURING ACCOUNTABILITY: ETHICS HOTLINE

Our ethics and compliance reporting program is designed to support transparency and reinforce our commitment to ethical conduct. Employees can raise concerns or report potential issues at any time, including anonymously. Reports are submitted through a confidential hotline operated by an independent third party and are monitored by a member of our human resources team, who ensures timely escalation to the Chief Administrative Officer (CAO).

Depending on the nature and severity of the concern, matters may also be escalated to senior leadership, including the SVP of Human Resources, the Chief Financial Officer (CFO), and, where appropriate, the Audit Committee.

Cybersecurity and Data Privacy

At ProMach, we take a layered approach to managing information security, combining centralized governance with divisional execution. We have established a standardized security framework at the corporate level, while empowering divisional IT staff to implement and manage day-to-day activities based on their specific operational needs. This model enables consistency across the organization while leveraging local expertise to respond effectively to evolving risks.

Our IT security governance framework includes quarterly briefings with the CEO and CAO in which our IT leadership reviews incident activity, monitors progress on strategic initiatives, and aligns our cybersecurity priorities with broader business objectives.

Divisional IT leaders support execution across our structure. In 2025, a key focus was continuing to build internal resources and strengthen in-house capabilities, reducing reliance on external vendors over time and enhancing our ability to manage security proactively and at scale. Importantly, there were no major reportable cybersecurity incidents in 2025.

PROTECTING DATA PRIVACY

We prioritize the protection of customer and employee data and continue to invest in both internal capabilities and external partnerships to strengthen our systems. Our cybersecurity program is guided by leading practices outlined in the National Institute of Standards and Technology's (NIST) Cybersecurity Framework, helping ensure a structured and risk-based approach to managing threats.

Given our global footprint, we work to align with current regulations and prepare for emerging cybersecurity requirements across the jurisdictions in which we operate. Our governance framework is supported by regular audits and proactive controls, including anti-phishing testing, continuous system monitoring, fortified firewalls, network penetration testing, and information-sharing across divisions. These measures help maintain a resilient security posture and protect sensitive information across our operations.

CYBERSECURITY TRAINING

We partner with leading education providers to deliver comprehensive IT security awareness training for employees who use company technology. New hires complete a web-based training course as part of onboarding, and all employees participate in mandatory annual refresher training covering topics such as social engineering, phishing, and impersonation risks.

To reinforce awareness, we conduct frequent phishing simulations, helping employees recognize potential threats and identify areas where additional support may be needed. Together, these efforts help build a strong security culture and promote consistent awareness across the organization.

We had no major reportable cybersecurity incidents in 2025.

CYBERSECURITY RESPONSE PLAN

Our incident response process is designed to quickly identify, escalate, and address cybersecurity events across the organization. We maintain a structured reporting framework that captures key details — including the nature of the incident, timing, and assigned ownership — providing leadership with clear visibility into potential risks and response actions.

We have strengthened this capability through the implementation of a centralized Security Information and Event Management (SIEM) system, which enables continuous monitoring across our environment. This system is supported by multiple independent security teams, creating a layered approach to threat detection and response. In 2025, we further enhanced our cybersecurity program by leveraging AI-driven tools to improve threat detection, analyze patterns, and support faster, more proactive responses to emerging risks.

Together, these capabilities enable more timely identification of potential threats, improve coordination across teams, and strengthen our ability to respond effectively to cybersecurity incidents.

A UNIFIED APPROACH TO CYBER PROTECTION

We take a consistent, enterprise-wide approach to strengthening cybersecurity across our operations, with a focus on standardization, proactive risk management, and continuous improvement. By aligning tools, processes, and governance, we enhance visibility, improve response capabilities, and maintain a resilient security posture across our global footprint. The key elements of this approach include:

- **Cybersecurity Standardization**

We have consolidated multiple security platforms into a unified global solution, improving threat detection, streamlining incident response, and enabling consistent protection across all divisions.

- **Multi-Factor Authentication (MFA) and Secure Access**

We have implemented multi-factor authentication across user accounts and strengthened remote access protocols, adding critical layers of protection for systems and sensitive data.

- **Centralized Patch and Vulnerability Management**

A centralized approach to security updates and vulnerability management increases visibility across systems, accelerates remediation timelines, and reduces exposure to potential threats.

- **Proactive Threat Monitoring**

We conduct continuous vulnerability scanning and regular penetration testing to identify and address risks before they can be exploited, supporting a more proactive and resilient defense posture.

- **Alignment with Global Security Standards**

We require cloud services and third-party providers to meet recognized standards, such as ISO 27001, and continue to integrate these principles into our internal cybersecurity practices to support strong governance and risk management.

RESPONSIBLE USE OF ARTIFICIAL INTELLIGENCE

We are taking a structured, enterprise-wide approach to the responsible use of artificial intelligence (AI), focusing on enabling innovation while maintaining strong governance, security, and operational integrity. In 2025, we established a cross-functional working group to evaluate existing and potential AI use cases, assess tools, and guide adoption across the organization. This group helps ensure that our workforce has access to the AI capabilities needed to work more efficiently, while confirming that tools are deployed in a way that is secure, controlled, and aligned with our operating environment.

AI adoption is expanding across the business to support productivity and day-to-day workflows. We are also leveraging AI to strengthen our cybersecurity capabilities — enhancing threat detection, automating analysis, and improving response times. These tools are delivering measurable benefits across both security and productivity.

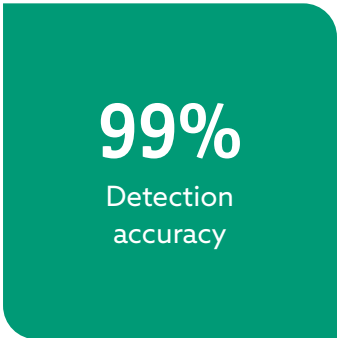
EMAIL SECURITY



EMAIL PRODUCTIVITY



OVERALL IMPACT



Engagement Across our Business Network

We engage closely with partners across our business network — from suppliers to customers and industry organizations — to drive performance, innovation, and shared sustainability outcomes. Through these relationships, we work to strengthen transparency, improve efficiency, and advance responsible practices at every stage of our operations.

SUPPLY CHAIN MANAGEMENT

We manage our supply chain through a decentralized model that reflects the uniqueness of our divisions and product offerings while maintaining alignment through corporate oversight and shared standards. At the corporate level, we support divisions through strategic sourcing initiatives, including cost optimization efforts and the development of a preferred supplier network. Our supply chain leaders also provide process guidance, deliver training on system enhancements, and collaborate with engineering, finance, and legal teams to ensure consistency across the business.

While divisions maintain responsibility for day-to-day supplier relationships, we promote knowledge-sharing across the organization to drive efficiency and improve

performance. We continue to enhance visibility into key metrics, such as inventory levels, on-time delivery, and supplier performance through improved data tools and reporting capabilities. In parallel, divisions are expanding the use of supplier scorecards and performance metrics to strengthen accountability and engagement at the local level.

Looking ahead, we are focused on increasing the adoption of consistent practices across our divisions to improve transparency, efficiency, and risk management. As our business evolves, we will continue to identify opportunities to strengthen oversight, advance responsible sourcing, and build more resilient and collaborative supplier relationships across our global network.

INDUSTRY ENGAGEMENT

With a business model that spans the entire packaging lifecycle — from concept through production and delivery — we are well positioned to anticipate market trends and respond to evolving customer needs. Active participation in industry associations enables us to deepen our expertise, stay informed about

emerging developments, and contribute to broader industry dialogue.

Through these engagements, we support continuous learning, strengthen our understanding of changing market dynamics, and share insights across our organization. We also remain committed to advancing sustainability principles within our own operations while encouraging their broader adoption across the packaging industry.

We actively participate in several leading industry organizations, including:

- [Institute of Packaging Professionals](#)
- [National Association of Manufacturers](#)
- [The Association for Packaging and Processing Technologies](#)

A woman with long dark hair, wearing a yellow t-shirt and white pants, is pushing a silver shopping cart through a supermarket aisle. The aisle is lined with tall shelves stocked with various products. The entire image has a teal/green color overlay. In the center, the word "APPENDIX" is written in large, white, bold, sans-serif capital letters.

APPENDIX

About This Report

The ProMach 2025 Sustainability Report details the company's objectives and progress in the areas of environmental sustainability, social initiatives, and governance performance.

The information contained in this document reflects the global activities and initiatives undertaken by ProMach from January 1, 2025, to December 31, 2025, unless otherwise noted. The company intends to continue issuing updated sustainability reports annually.

The structure and content of this report has been informed by Global Reporting Initiative (GRI) standards, using the latest Universal Standards released in October 2021. GRI is an independent standards organization that provides a comprehensive framework for transparent and consistent reporting on economic, environmental, and social impacts. As our reporting becomes increasingly robust, we will seek to expand the details of our disclosures including aligning with additional standards and frameworks.

We are committed to transparent and regular updates on our sustainability initiatives and will provide ongoing information through our website and other communication channels.

We look forward to bringing our stakeholders along with us as we further develop and disclose our sustainability strategy. Please reach out to esg@promachbuilt.com with any questions or comments about this report.

FORWARD LOOKING STATEMENT DISCLAIMER

This report contains forward-looking statements based on management's current expectations and information presently available, including current economic and industry conditions. These statements are not guarantees of future performance, and actual results, developments, and business decisions may differ materially from those expressed or implied due to various risks, uncertainties, and factors beyond our control, including but not limited to changes in laws and regulations, severe weather events, integration challenges from mergers or acquisitions, and shifts in global economic or market conditions. Forward-looking statements can often be identified by words such as "anticipate," "believe," "continue," "could," "estimate," "expect," "goal," "intend," "may," "plan," "project," "seek," "should," "target," "will," "would," and similar expressions. These statements speak only as of the date they are made, and we undertake no obligation to update them except as required by applicable law.

GRI Index

Disclosure	Description	ESRS Reference	Cross-Reference, Omissions, and Explanations
General Disclosures*			
2-1	Organizational details	ESRS-2-BP-1, ESRS-2-SBM-1	Who We Are, p. 5
2-2	Entities included in the organization's sustainability reporting	ESRS-2-BP-1, ESRS-2-BP-2	About this Report, p. 47
2-3	Reporting period, frequency and contact point	ESRS-2-BP-1, ESRS-2-BP-2	About this Report, p. 47
2-4	Restatements of information	ESRS-2-BP-2	ProMach has not made any restatements in the reporting year.
2-5	External assurance	ESRS-2-BP-2	Management Assertion and Assurance Statement
2-6	Activities, value chain and other business relationships	ESRS-2-SBM-1	Who We Are, p. 5
2-7	Employees	ESRS-S1-5, ESRS-S1-6	Performance Data Tables, p. 55
2-8	Workers who are not employees	ESRS-S1-6	Performance Data Tables, p. 55

Statement of use ProMach, Inc. has reported with reference to the GRI standards for the period starting January 1, 2025 and ending December 31, 2025.	GRI 1 used GRI 1 Foundation: 2021	Applicable GRI standard(s) None
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Disclosure	Description	ESRS Reference	Cross-Reference, Omissions, and Explanations
General Disclosures*			
2-9	Governance structure and composition	ESRS-2-GOV-1	Maintaining Strong Corporate Governance, p. 40
2-10	Nomination and selection of the highest governance body	ESRS-2-GOV-1	Due to the private nature of ProMach's business operations, this information is considered confidential and is therefore not disclosed.
2-11	Chair of the highest governance body	ESRS-2-GOV-1	Mark Anderson is the Chief Executive Officer (CEO) of ProMach and also serves as its Chairman of the Board. Maintaining Strong Corporate Governance, p. 40
2-12	Role of the highest governance body in overseeing the management of impacts	ESRS-2-GOV-1, ESRS-2-SBM-1	Maintaining Strong Corporate Governance, p. 40
2-13	Delegation of responsibility for managing impacts	ESRS-2-GOV-1	Maintaining Strong Corporate Governance, p. 40
2-14	Role of the highest governance body in sustainability reporting	ESRS-2-GOV-1, ESRS-2-GOV-2	Maintaining Strong Corporate Governance, p. 40

*The European Sustainability Reporting Standards (ESRS) referenced in this index align to the draft simplified standards published by the European Financial Reporting Advisory Group (EFRAG) in November 2025.

GRI Index

Disclosure	Description	ESRS Reference	Cross-Reference, Omissions, and Explanations
General Disclosures*			
2-15	Conflicts of interest	ESRS-2-GOV-1, ESRS-G1-1	Ethical Conduct, p. 41
2-16	Communication of critical concerns	ESRS-2-GOV-1, ESRS-G1-1	We implement a variety of measures to ensure ethical issues are brought to the correct stakeholders in a timely and safe manner. These include: • Implementation of our internal and anonymous ethics hotline • ProMach's Business Process group. Ethical Conduct, p. 41
2-17	Collective knowledge of the highest governance body	ESRS-2-GOV-1	Maintaining Strong Corporate Governance, p. 40
2-18	Evaluation of the performance of the highest governance body	ESRS-2-GOV-1	Due to the private nature of ProMach's business operations, this information is considered confidential and is therefore not disclosed.
2-19	Remuneration policies	ESRS-2-GOV-1, ESRS-2-GOV-2	Due to the private nature of ProMach's business operations, this information is considered confidential and is therefore not disclosed.

Disclosure	Description	ESRS Reference	Cross-Reference, Omissions, and Explanations
General Disclosures*			
2-20	Process to determine remuneration	ESRS-2-GOV-1, ESRS-2-GOV-2	Due to the private nature of ProMach's business operations, this information is considered confidential and is therefore not disclosed.
2-21	Annual total compensation ratio	ESRS-S1-16	Due to the private nature of ProMach's business operations, this information is considered confidential and is therefore not disclosed.
2-22	Statement on sustainable development strategy	ESRS-2-SBM-1, ESRS-2-GOV-3	Letter from our CEO, pp. 3-4
2-23	Policy commitments	ESRS-G1-1	Each department navigates risks in alignment with corporate policies and local regulations. ProMach celebrates independent operations guided by a shared commitment to ethical excellence, ensuring that every business entity reflects the standards necessary to earn and maintain trust with stakeholders and customers. ProMach's governance-related policies include: • Anti-Boycott Compliance • Anti-Corruption Compliance • Anti-Harassment • Data Privacy • Export Controls and Economic Sanctions • Equal Employment Opportunity • IT Acceptable Use.

*The European Sustainability Reporting Standards (ESRS) referenced in this index align to the draft simplified standards published by the European Financial Reporting Advisory Group (EFRAG) in November 2025.

GRI Index

Disclosure	Description	ESRS Reference	Cross-Reference, Omissions, and Explanations
General Disclosures*			
2-24	Embedding policy commitments	ESRS-G1-1, ESRS-2-GOV-3	ProMach prioritizes responsible business conduct across all aspects of its operations and business relationships. Our approach to embedding policy commitments involves a decentralized governance model, where individual autonomous business units play a vital role in implementation and integration efforts. This is achieved through a multi-step approach: a. ProMach corporate provides each business unit relevant commitments to implement within its own operations sphere that are aligned with our broader corporate strategy. b. ProMach embeds policy commitments into organizational strategies and operations through a centralized, top-down approach, involving business units in the decision-making process before finalization. c. We work with partners to promote shared ethical standards, often reflecting these commitments in our contracts. d. Comprehensive training programs equip employees at all levels to uphold policy commitments, fostering a culture of responsibility.

Disclosure	Description	ESRS Reference	Cross-Reference, Omissions, and Explanations
General Disclosures*			
2-25	Processes to remediate negative impacts	ESRS-G1-1, ESRS-S1-1, ESRS-S1-3	We provide employees the ability to raise concerns or report incidents at any time, with the option of doing so anonymously. Our anonymous hotline is managed through a third-party and is closely monitored by a Human Resources staff member. This staff member promptly alerts the Chief Administrative Officer of any submissions. Depending on the nature of the alerts, the Vice President of Human Resources, Chief Financial Officer, and/or the Audit Committee may also be notified. Ensuring Accountability: Ethics Hotline, p. 41
2-26	Mechanisms for seeking advice and raising concerns	ESRS-G1-1, ESRS-S1-3	Ensuring Accountability: Ethics Hotline, p. 41
2-27	Compliance with laws and regulations	ESRS-G1-1, ESRS-G1-4	ProMach is committed to complying with all relevant laws and regulations, reflecting our dedication to ethical business practices. As a privately held company, we do not disclose specific details regarding any fines or non-monetary sanctions that may have been incurred.

*The European Sustainability Reporting Standards (ESRS) referenced in this index align to the draft simplified standards published by the European Financial Reporting Advisory Group (EFRAG) in November 2025.

GRI Index

Disclosure	Description	ESRS Reference	Cross-Reference, Omissions, and Explanations
General Disclosures*			
2-28	Membership associations	ESRS-2-SBM-2	We actively engage with several respected industry associations to further enrich our expertise across diverse industries and service lines. They include: • The Institute of Packaging Professionals • The National Association of Manufacturers • The Association for Packaging and Processing Technologies. Industry Engagement, p. 45
2-29	Approach to stakeholder engagement	ESRS-2-SBM-2	ProMach engages with a variety of stakeholders throughout its value chain. These include: • Industry stakeholders: We actively engage with several respected industry associations to further enrich our expertise across diverse industries and service lines. This engagement fosters continuous learning and ensures we keep pace with evolving market demands and industry dynamics. • Internal stakeholders: The company engages internal stakeholders in business decisions through regular consultations and feedback, incorporating their insights into our strategic planning. This approach ensures alignment with organizational goals and stakeholder expectations. Engagement Across our Business Network, p. 45 Commitment to Sustainability, p. 9

Disclosure	Description	ESRS Reference	Cross-Reference, Omissions, and Explanations
General Disclosures*			
2-30	Collective bargaining agreements	ESRS-S1-7	Due to the private nature of ProMach's business operations, this information is considered confidential and is therefore not disclosed.
Material Topics			
3-1	Process to determine material topics	ESRS-2-IRO-1, ESRS-2-IRO-2	Commitment to Sustainability, p. 10
3-2	List of material topics	ESRS-2-IRO-2, ESRS-2-SBM-3	Commitment to Sustainability, p. 10
Corporate Governance			
3-3	Management of material topics	ESRS-2-GOV-1, ESRS-G1-1	Commitment to Sustainability, p. 10 Ethical Conduct, p. 41 Cybersecurity and Data Privacy, p. 42
205-2	Communication and training about anti-corruption policies and procedures	ESRS-G1-1, ESRS-G1-3, ESRS-G1-4	Ethical Conduct, p. 41
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	ESRS-G1-1, ESRS-G1-4	Cybersecurity and Data Privacy, p. 42

*The European Sustainability Reporting Standards (ESRS) referenced in this index align to the draft simplified standards published by the European Financial Reporting Advisory Group (EFRAG) in November 2025.

GRI Index

Disclosure	Description	ESRS Reference	Cross-Reference, Omissions, and Explanations
Diversity, Equity, and Inclusion			
3-3	Management of material topics	ESRS-S1-1, ESRS-S1-4, ESRS-S1-8	Commitment to Sustainability, p. 9; Human Capital Management, p. 18 Building a Culture of Engagement, p. 20
404-2	Programs for upgrading employee skills and transition assistance programs	ESRS-S1-12, ESRS-S1-3	Human Capital Management, p. 19
GHG Emissions and Energy			
3-3	Management of material topics	ESRS-2-IRO-1, ESRS-E1-4	Commitment to Sustainability, p. 9 Reducing Our Operational Footprint, p. 28
302-1	Energy consumption within the organization	ESRS-E1-5, ESRS-E1-7	Performance Data Table, p. 54
305-1	Direct (Scope 1) GHG emissions	ESRS-E1-6, ESRS-E1-8	Performance Data Table, p. 54
305-2	Energy indirect (Scope 2) GHG emissions	ESRS-E1-6, ESRS-E1-8	Performance Data Table, p. 54
305-5	Reduction of GHG emissions	ESRS-E1-5, ESRS-E1-6	Reducing Our Operational Footprint, p. 28 Accelerating Industry Innovation, p. 32

Disclosure	Description	ESRS Reference	Cross-Reference, Omissions, and Explanations
Responsible Product Development			
3-3	Management of material topics	ESRS-2-IRO-1, ESRS-E5-1, ESRS-E2-1	Commitment to Sustainability, p. 9 Accelerating Industry Innovation, p. 32 Reducing Our Operational Footprint, p. 28
306-2	Management of significant waste-related impacts	ESRS-E5-3, ESRS-E5-5	Reducing Our Operational Footprint, p. 28

GRI Index

Disclosure	Description	ESRS Reference	Cross-Reference, Omissions, and Explanations
Workplace Health and Safety			
3-3	Management of material topics	ESRS-S1-1, ESRS-S1-4	Commitment to Sustainability, p. 10 Commitment to Health and Safety, p. 14
403-1	Occupational health and safety management system	ESRS-S1-1, ESRS-S1-13	Commitment to Health and Safety, p. 14
403-2	Hazard identification, risk assessment, and incident investigation	ESRS-S1-3, ESRS-S1-13	Commitment to Health and Safety, p. 14
403-4	Worker participation, consultation, and communication on occupational health and safety	ESRS-S1-2, ESRS-S1-3	Commitment to Health and Safety, p. 14
403-5	Worker training on occupational health and safety	ESRS-S1-13	Commitment to Health and Safety, p. 14
403-6	Promotion of worker health	ESRS-S1-13	Employee Benefits, p. 19 Commitment to Health and Safety, p. 14
403-8	Workers covered by an occupational health and safety management system	ESRS-S1-13	Performance Data Table, p. 55

Disclosure	Description	ESRS Reference	Cross-Reference, Omissions, and Explanations
Talent Management			
3-3	Management of material topics	ESRS-S1-1, ESRS-S1-4	Commitment to Sustainability, p. 10 Human Capital Management, p. 18 Building a Culture of Engagement, p. 20
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	ESRS-S1-14	ProMach employee benefits webpage Employee Benefits, p. 19
404-2	Programs for upgrading employee skills and transition assistance programs	ESRS-S1-12, ESRS-S1-3	Human Capital Management, p. 18

Performance Data Tables

Metric	2025
Environment ^{1,2}	
Energy Use (Gigajoules)	
Total Energy Consumed	730,535
Non-Renewable	719,063
Scope 1 - Natural Gas and Fuels ³	211,659
Scope 2 - Electricity	507,404
Renewable ⁴	11,471
Emissions (Metric tons CO2e) ^{3,4}	
Total GHG Emissions (Scope 1 + Scope 2 Location-based)	37,970
Total GHG Emissions (Scope 1 + Scope 2 Market-based)	39,727
Scope 1	11,671
Scope 2 (Market-based)	28,056
Scope 2 (Location-based)	26,299

Metric	2025
Environment ^{1,2}	
Waste (Metric tons)	
Total weight of waste generated	11,687
Total weight of waste diverted from disposal ⁵	1,805
Total weight of waste directed to disposal ⁶	9,882
Hazardous Waste (Metric tons)	
Total hazardous waste generated	126

¹Data as of December 31 of each year.

²Data related to non-employees is not readily available. This data is for full-time employees only.

³Please see our [Management Assertion and Assurance Statement](#) regarding our emissions data on our website.

⁴In connection with refinements in our data collection, implementation of a new ESG data platform and emissions methodology improvements, we are updating the baseline year to the reporting year 2025 as this reflects a more accurate and comparable dataset going forward.

Performance Data Tables

Metric	2023	2024	2025
Health & Safety ^{1,2}			
Percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by a health and safety system	100%	100%	100%
Percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by an internally audited health and safety system	100%	100%	100%
Number of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by an externally audited or externally certified health and safety system	4,542	4,740	5,671
Percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by an externally audited or externally certified health and safety system	89.6%	78.9%	91.0%

¹Data as of December 31 of each year.

²Data related to non-employees is not readily available. This data is for full-time employees only.

³Please see our [Management Assertion and Assurance Statement](#) regarding our emissions data on our website.

⁴In connection with refinements in our data collection, implementation of a new ESG data platform and emissions methodology improvements, we are updating the baseline year to the reporting year 2025 as this reflects a more accurate and comparable dataset going forward.

Metric	2023	2024	2025
Workforce Data ¹			
Total Workforce	3,651	4,126	6,010
Total Workforce by Region			
Americas	3,248	3,681	4,579
Europe	401	443	1,334
Asia	2	2	97
Full-Time Employees by Region			
Americas	3,211	3,637	4,528
Europe	369	408	1,262
Asia	2	2	95
Part-Time Employees by Region			
Americas	37	44	51
Europe	32	35	72
Asia	0	0	2

¹Data as of December 31 of each year. Includes active employees and those on leave.



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